




Final Presentation – Katie Coleman



HIGH WEEDS AND GRASS SIX SIGMA PROJECT – CITY OF INDIANAPOLIS



Team Members

- Will Johnson - Office of the Mayor
 - Johnny Guest – Office of Code Enforcement
 - Nicole Randol – Office of Code Enforcement
 - Toby Thompson – Office of Code Enforcement
 - Almeca Jones – Office of Code Enforcement
 - Gary Hadley – Eli Lilly and Company
 - Michael Rowland – Mayor's Action Center
 - Vivienne Thomas – Mayor's Action Center
 - Ruth Ann Walker – Mayor's Neighborhood Liaison
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Project Timeline

Define Phase – Completed May 26

Measure Phase – Completed June 12

Analyze Phase – Completed June 16

Implement Phase – Completed July 9

Control Phase – Completed July 24

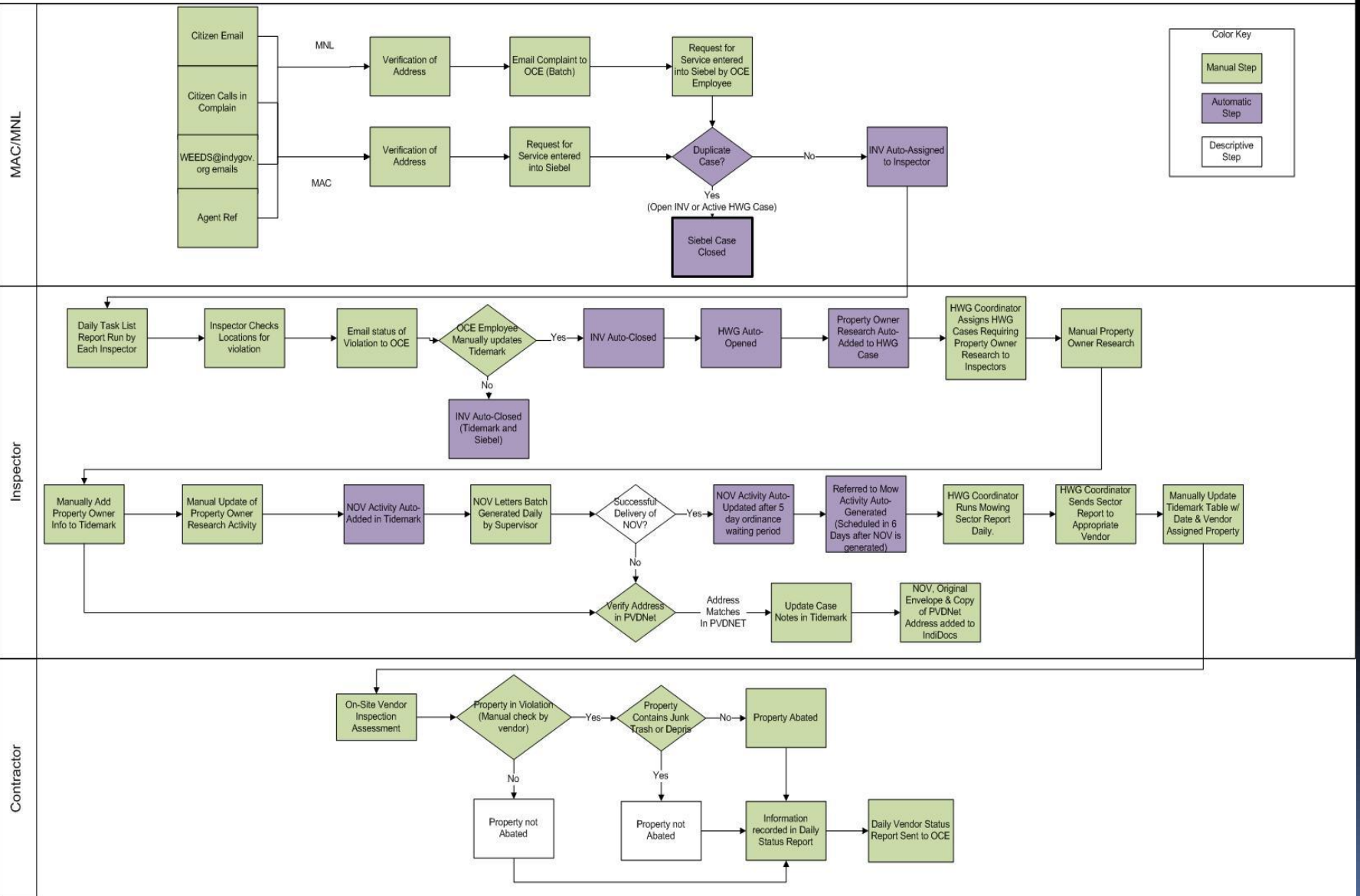


Define Phase Activities

- Created Charter
- Validated High-Level Value Stream Map and Scope
- Validated Problem Statement and Goals
- Selected & Launched Project Team
- Developed Project Schedule
- SIPOC Map


High Level Swim Lane Process Map

HWG PF





Measure Phase Activities

- Data Measurement Plan
 - Stop watch/count for manual steps
 - ▣ Visits to each department to aid in tracking
 - Collection of Tidemark data
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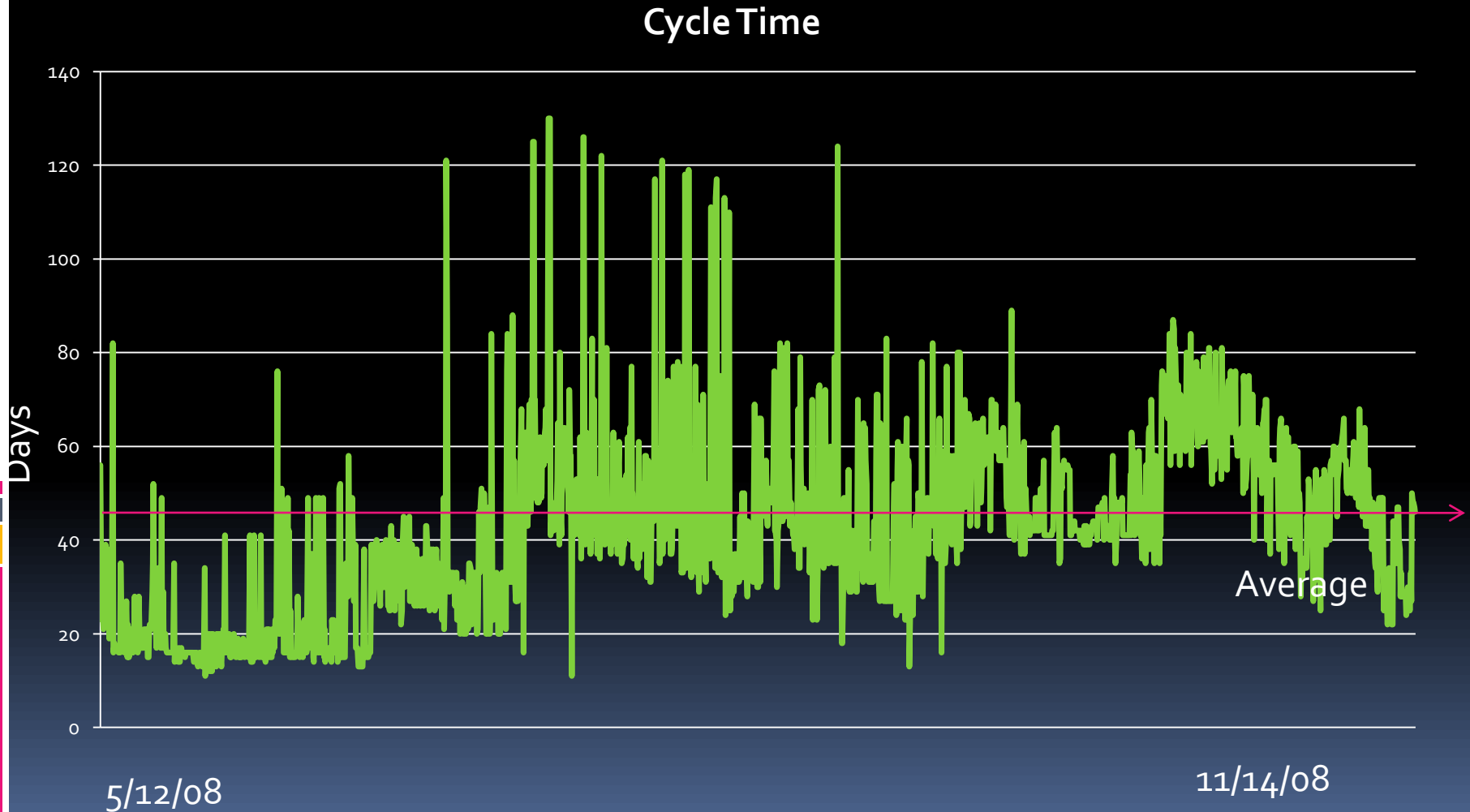
Analyze Phase Activities

- Reformatting of data
 - Large Excel documents – filter/sort tools
- Analyzing data - averages, counts, standard deviation, maximum, minimum

Results – 5/7/09 – 6/24/09

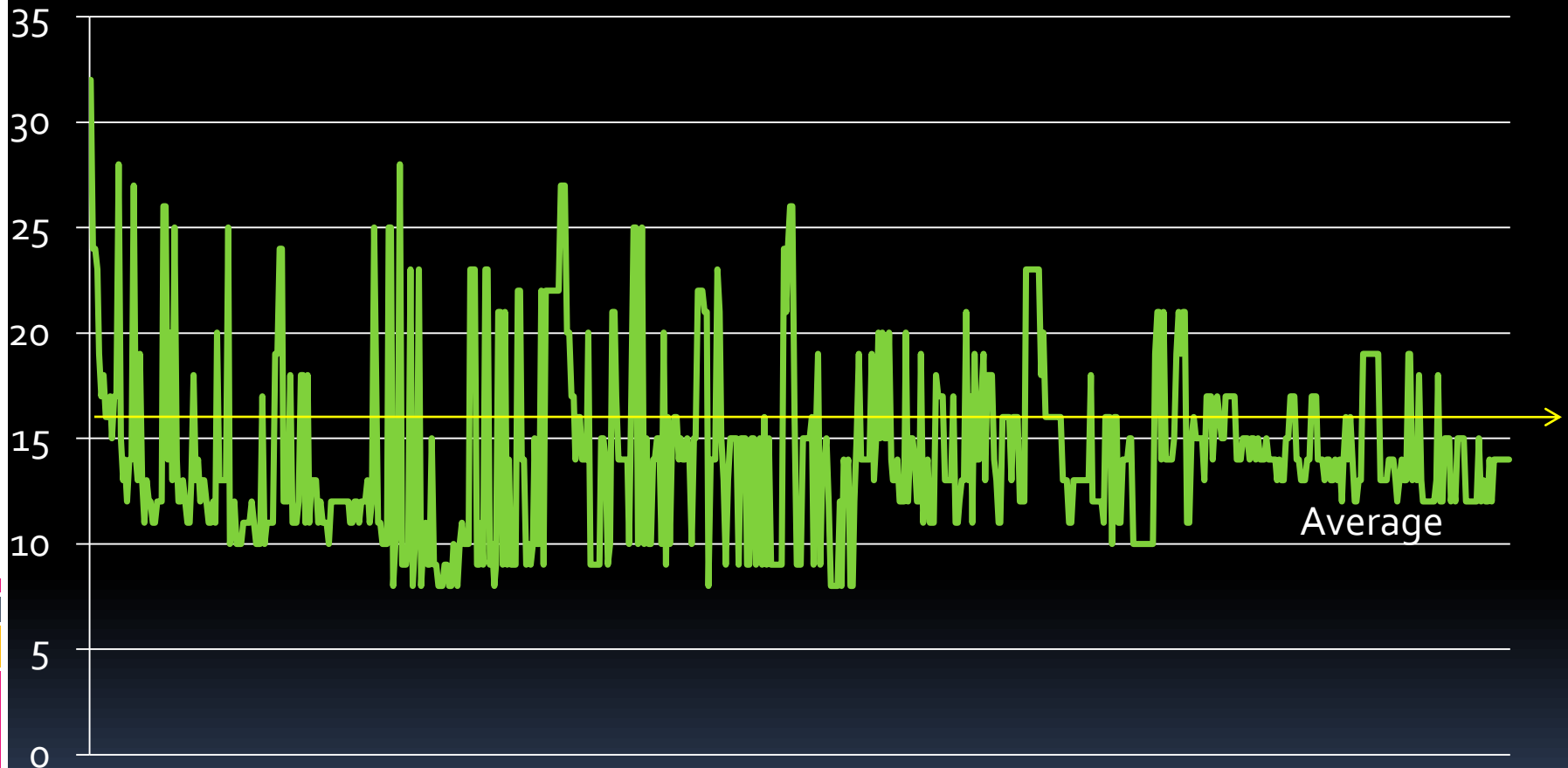
- Current cycle time – 16.3 days
- Standard Deviation – 4 days
- Critical X's
 - INV to HWG creation – 2.5 days
 - Case opened to Inspection – 2.2 days
 - INV to No Violation – 2.99 days
 - Percent incorrect addresses – 14%
 - Report Send to Vendor to Cut – 6.42 days

2008 Cycle Time Run Chart



2009 Cycle Time Run Chart

HWG to Mow



5/12/09

6/9/09



Data Comparisons (most current)

2008


- HWGs created - 5431
- Lawns mowed ~3000
 - 1807 – once
 - 327 – twice
 - 10 – three times
 - H&H <1,000
- 9 vendors
- Average > 42 days
 - SD > 18

2009

- HWGs created – 8044
- Lawns mowed – 3,454
 - 3454 – once
 - Second mows beginning
- 19 Vendors
 - 5 new contracts in progress
- Average – 18 days
 - SD ~ 4




Quick Wins

- Notice of Violation Ordinance change
 - Daily mowing reports
 - Mow around JTD
 - Vendor open house
 - Discontinued MNL proactive submissions because of 14 percent error rate, eliminating time wasted correcting the mistakes.
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Improve Phase Activities

- Kaizen Event – 7/7/09 – 7/9/09
 - Improving the least efficient process steps
 - Vendor cycle time – more than 6 days
 - Status of Violation
 - Locations not in violation – 30 %
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Improvement Suggestions

- Inspectors update status of violation in Tidemark on location .
 - Mowing assignments should be given in a queue and not over-allocated to the vendors.
 - Voluntary compliance should be tracked in one of the suggested ways.
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Status of Improvements

Upcoming Deliverables / Tasks - 2 weeks out	Due	Status	Who/ Comments
Connectivity Meeting	14-Jul-09	Complete	ISA meeting to discuss Citrix connection setting - Rosalie Hinton
Training Plan	16-Jul-09	Complete	ISA - Rosalie Hinton
Verify Status Reports	07-Jul-09	Complete	Toby Thompson
Inspector Training - Connectivity and Process	14-Jul-09	Complete	ISA - Barbara Brinson & Rick Hawley
Introduction of New Process - Updating SOP	14-Jul-09	Complete	Toby Thompson & Johnny Guest- introduction to changes in process during training meeting

Status of Improvements

- The pilot program for mowing assignments ran by Toby Thompson, will begin on July 29, 2009 and will run until implementation for all vendors can be done.


Upcoming Deliverables / Tasks - 2 weeks out	Due	Status	Who/ Comments
Verification of Queuing Capabilities (automation)	23-Jul-09	In process	Nicole Randol
Vendor Buy-In	20-Jul-09	Complete	Toby Thompson
Pilot with Vendor (All American)	13-Jul-09	In process	Toby/ Nicole/ New Vendors
Implementation of new Process	31-Jul-09	In process	OCE
Verify Vendor exit rate, vendor	23-Jul-09	In process	Toby Thompson

Status of Improvements

Upcoming Deliverables / Tasks - 2 weeks out	Due	Status	Who/ Comments
Verify changing the NOV letter to request email of voluntary compliance	25-Jul-09	In process	Nicole Randol
Verify IVR capability for voluntary compliance (add phone number to NOV)	25-Jul-09	In process	Nicole Randol, Almeca Jones
Verify ability to add note into GIS of voluntary compliance and transfer to sector report	25-Jul-09	In process	Nicole Randol
Verify ordinance change - incentive not to lie, change abate to mow (clarify language)	25-Jul-09	In process	Nicole Randol
Verify email address for voluntary compliance	25-Jul-09	In process	Nicole Randol
Verify if MAC can receive voluntary compliance	25-Jul-09	In process	Michael Rowland
Emphasize importance to vendors to pre-inspect	25-Jul-09	In process	Toby Thompson



Final Remarks

- Although transferring the process to OCE had a significant impact on lowering the cycle time, this project made it possible for OCE to have a clearer view of the process graphically and the ability to track the process with control charts. The most beneficial initiative of this project was changing the mindset of those involved with the process to be more efficient and informed.
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THANK YOU

